

### INTRODUCTION

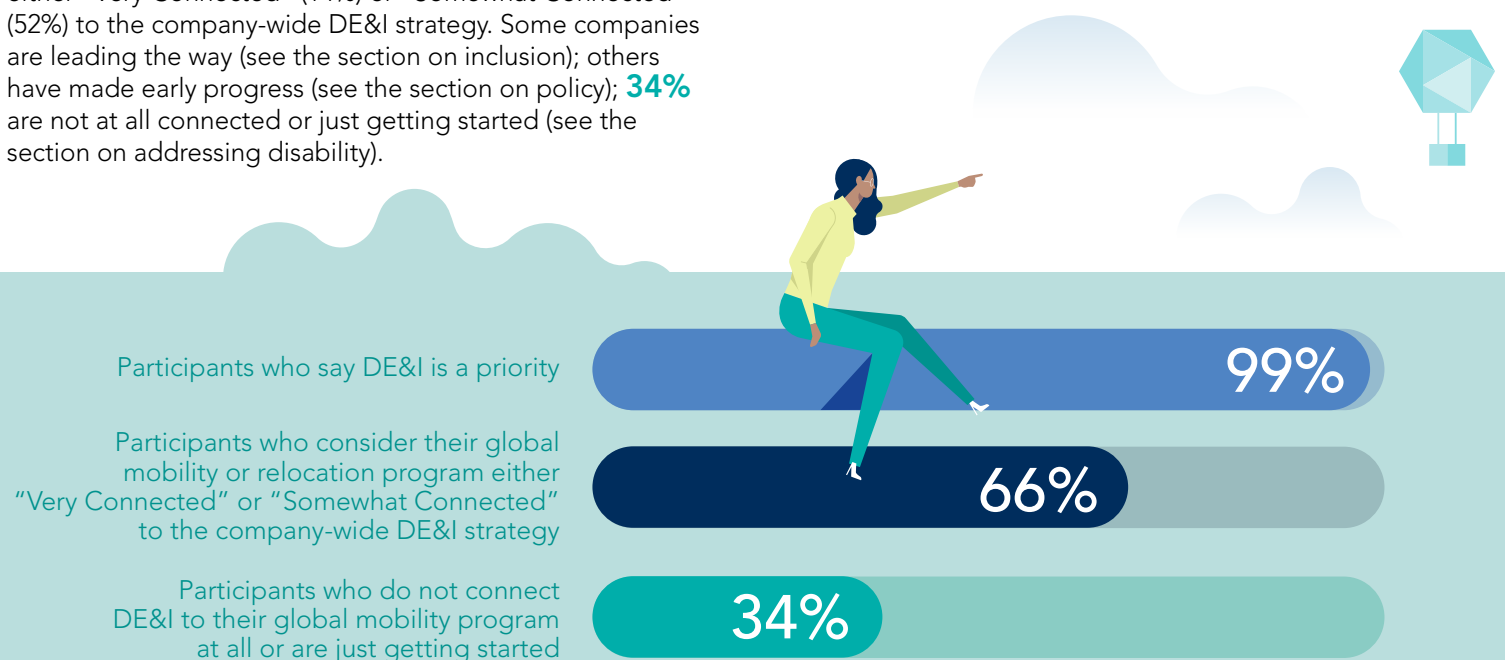
Diversity, equity, and inclusion (DE&I) continues to be a priority across organizations. There is a growing urgency to ensure that a commitment to DE&I is experienced in the organizational culture and behavior of companies—and *harnessed* as a fundamental way to drive employee engagement and innovation.

It isn't just "the right thing to do;" it is a critical success factor. As DE&I strategy evolves and matures, the people, policies, and processes in organizations have to adapt, grow, and reflect this, to ensure DE&I remains front and center, never an afterthought. In support of these efforts, Cartus has recently completed its second annual pulse survey on DE&I as it relates to global mobility. This year, **44 companies participated in the survey**, and our findings highlight that the global mobility industry and individual corporate global mobility teams are also evolving in the DE&I space.

**A key finding is that while 99% of participants stated that DE&I is a priority for their organization, only 66%** consider their global mobility or relocation programs to be either "Very Connected" (14%) or "Somewhat Connected" (52%) to the company-wide DE&I strategy. Some companies are leading the way (see the section on inclusion); others have made early progress (see the section on policy); **34%** are not at all connected or just getting started (see the section on addressing disability).

Two-thirds of participants who feel very or somewhat connected stated that the progress they have made in linking their mobility and relocation programs to DE&I strategies has been in the last 12 months. Of the **35%** who do not feel connected, **53% plan to tie their global mobility/relocation programs with DE&I and/or talent acquisition strategies within the next two years.**

At this time, the issue is not "if" but "how" and "when." We hope that this year's survey findings give insights into what other companies are doing and provide ideas related to actionable steps that you can take to move your diversity mobility strategy forward, no matter where you are in the journey.



### TRACKING DIVERSITY DATA IN GLOBAL MOBILITY POPULATIONS

This is our second year asking about recording diversity data, and it remains a challenging step in the global mobility and relocation process. The ability to measure who is receiving opportunities in the organization (and who is not) is critical to assessing progress and the gaps that need to be filled. People who receive international assignment and relocation opportunities will likely have an advantage in progressing their careers, more loyalty and connection to the organization due to expanded networks and experiences, and a greater chance of landing in the company's future leadership pipeline.

Of the 23% of companies tracking demographic data within their global mobility populations, their top four responses are:

Gender

100%

Geographic location

70%

Level in the organization

70%

Family profile (e.g., single, married, unmarried partners)

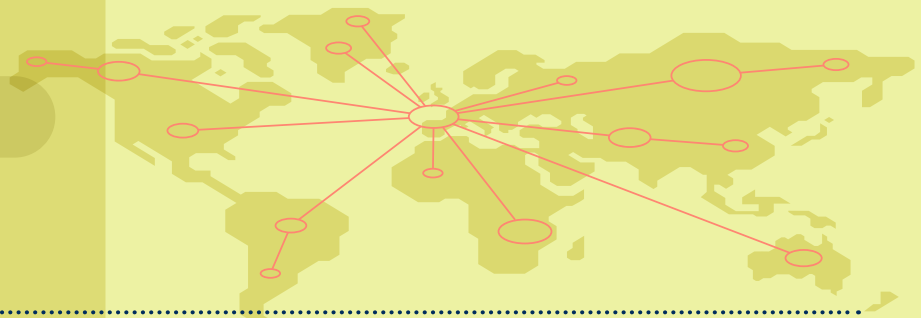
50%

Collecting demographic data—both current and in the future—will improve your organization's ability to measure progress and set goals. Mobility and relocation program demographics and goals should align with the larger organization's DE&I goals. Despite the importance of data collection, the number of companies keeping track of demographic data in 2022 (23%) remains consistent with our 2021 findings (also 23%). While there may be challenges related to the legality of collecting personal data in some countries, it is important to note that some mobility teams are able to do so due to having a more open corporate culture.

**Other data being tracked in 2022 includes: age, ethnicity, race, tenure, and emerging and developed market locations.**

The positive outlook is that many companies appear ready to track diversity data for global mobility programs—if they are not already doing so. One notable finding is that **71% of respondents not tracking data today are planning to start in the next two years**; by comparison, our 2021 survey noted only **55%** who planned to start in two years, demonstrating the increase in organizations recognizing the importance of tracking data. We also observed that the few companies with successful voluntary demographic data collection tend to reflect corporate cultures where DE&I strategy is most mature, and leadership is committed to and passionate about inclusion.

Based on the challenges companies encounter with recording general global mobility population data, **it comes as no surprise that progress tracking the acceptance and decline rates for international assignments as they relate to DE&I is also minimal.** In 2022, only 9% of respondents are collecting this data, compared to 8% in 2021. Improvement in this area will offer more insights into whether opportunities are being turned down by employees from underrepresented populations that the organization is hoping to retain, develop, and see in future leadership pipelines. It helps to identify successes and challenges at a key moment that matters in the international assignment process: the offer.



Look out for the use of the term “pivotal” throughout this year’s report as we highlight very important roles—“pivotal roles”—in the process that are critical to success.

### SUPPORTING EMPLOYEE INCLUSION

**Inclusion is about making sure that people feel like they belong.** An inclusive environment encourages people to bring diverse perspectives to the table. In the international assignment or transfer process, there are **pivotal roles** and **pivotal moments** that determine who gets included, along with how people are supported when they arrive in a new culture and join a new team with a new manager.

Sometimes the international transferee is *the only* or *one of the few*; sometimes, the manager and team are prepared to be inclusive and other times, they have not been set up to be successful. This year’s survey expanded on the questions we previously asked about how companies support employee inclusion at pivotal moments in the global mobility process. It is increasingly clear that inclusion is critical when it comes to aligning global mobility programs to DE&I priorities.

#### The Selection Manager

The person deciding who gets international opportunities—or who will be asked to take a new job in a new location, receiving relocation benefits—is called the “selection manager.” One challenge surrounding the role of selection manager is that in past years they may have used subjective criteria and an informal approach to determine who was offered international opportunities. The top three criteria for selection, for decades, had been “technical qualifications,” “who you know,” and “employee’s willingness to go.” This has somewhat subsided as Talent Acquisition teams have become more prominent, but there are still some selection managers who, as leaders, may continue to choose based on these past criteria.

Lagging behind the progress underway towards advancing DE&I priorities within the recruiting function, we are beginning to focus on the criticality of the selection manager’s role in aligning international opportunities with DE&I priorities and skill sets. This year for the first time, we asked companies if the selection manager receives some type of support (e.g., training, education specific to selection,

30% of respondents stated that the selection managers in their organizations receive some kind of support. For those that said yes, the types of support, in order of ranking, were:

Unconscious bias training

100%

Coaching

54%

Guidelines linking mobility opportunities and DE&I

31%

Selection manager workshops

23%

Other (DE&I training)

8%

guidelines, increased awareness of DE&I objectives for international opportunities, an adjustment of the ubiquitous unconscious bias training with a focus on selection).

Impressively, for the **70%** of respondents who currently do not offer any formal support to the pivotal selection manager role, **68%** already see this as a realistic solution for their organizations to take in the next two years. This reflects a general recognition that the selection manager holds great influence, when supported and directed, in terms of expanding DE&I goals into global mobility populations.

### The Employee (and Family) Arriving at the New Location

**Another pivotal moment in the global mobility process, or for a domestic relocation, is when the employee (and any accompanying family members) arrives at the new location.** Whether within the same country or cross-border, moving involves adapting to a new community, work environment, manager, and team. For an international assignment or transfer, moving also includes a new culture, and, often, a new language.

There are many ways in which global mobility programs and policies can support inclusion for the employee (and any accompanying family members) during the arrival period of a relocation and throughout an international assignment or transfer.

**When asked if their organization provides support to better enable newly-relocated employees to network (inside or outside of the workplace), to connect, to “be heard,” or otherwise feel included in the new location, 52% of respondents said “yes,” while the remaining 48% said “no.”** This reflects a fairly even divide in practice. Examples of the support provided yielded approximately 20 open-ended responses. The four types of support provided with the most frequency are:

1. Intercultural training (of a few different formats and durations; also called “cross-cultural” or “cultural” training)
2. Use of Employee Resource Groups (ERGs)
3. Buddy systems
4. Traditional new hire support

Other examples cited, in no particular order:

- Destination Services (DSP)
- Inclusive Leadership Training
- Sustainability training
- Employee “get togethers”
- Regular social events in the office to facilitate networking
- Check-in calls
- Meeting with executive leadership
- Encouraging engagement through transition briefings
- Host counselors for each assignee
- An “opt-in” global directory for employees to self-identify areas of interest, which helps candidates and assignees engage and reach out to each other; using social media channels, such as Slack

### Coaching Support for Mobile Talent

**Two types of support traditionally included in international assignment policies are intercultural coaching and language support.** When put into the context of a global mobility program aligned with DE&I priorities, these two areas of support become core to any program strategy. Why? Because formally supporting the employee with their ability to work across different cultures and languages benefits the organization, demonstrates its commitment to cultural diversity, and sets the employee up for success. The employee is better equipped to bridge the cultural and linguistic divides that they encounter. Coaching also provides knowledge and tools to any accompanying partners and family members living in the new environment. Historically considered a best practice—but not always required—**companies with DE&I priorities see intercultural coaching and/or language and communication coaching as key to enabling success and facilitating inclusion.**

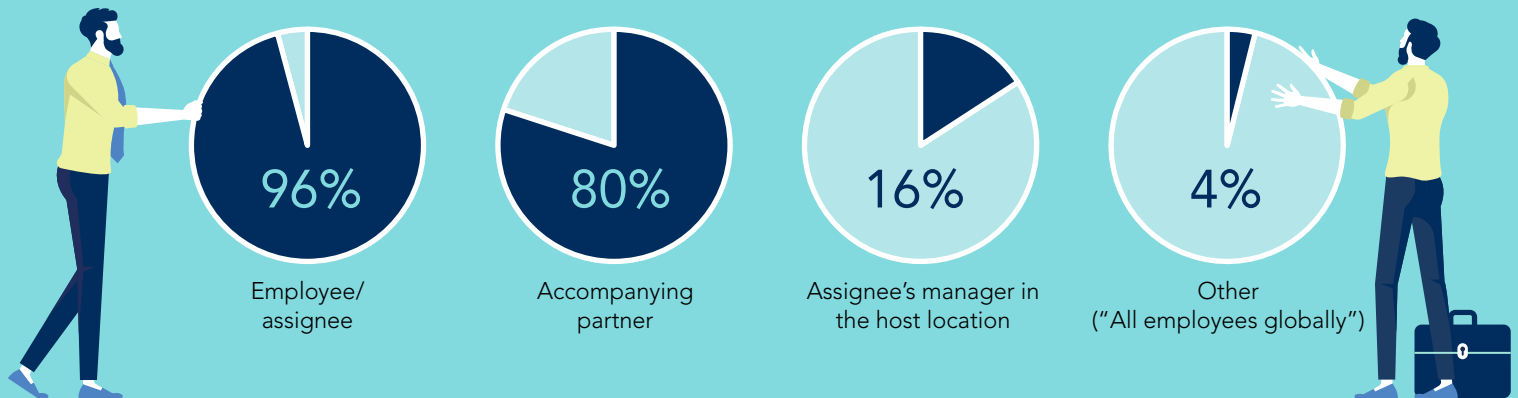
**Can people have unconscious biases toward colleagues who don’t speak a language fluently or have strong accents in their second language? Unfortunately, yes! And this can impact inclusion.**

Employees who are familiar with or even highly proficient in understanding the language of the host/new location often overlook the opportunity to have additional communication coaching. As a result, they will often miss crucial aspects to overcoming unconscious biases—their ability to communicate and be understood; get their ideas across more easily; use humor; give feedback; manage difficult conversations; and even focus on improving their accent. Additionally, there is the potential lack of familiarity with speaking to people who are not native speakers—something that new teammates and colleagues in the host location might bring into their interactions with the assignee—posing barriers to being included or treated equitably.

### Coaching Support for Mobile Talent (cont'd.)

When asked if their organization's global mobility program includes **coaching support for the development of cultural awareness related to unconscious biases**—and how this may impact inclusion in the host location and success on assignment—**57%** of respondents said “yes.” The participants who said “yes” were also asked who this training/coaching support is offered to; generally, the employee/assignee and accompanying partner are the primary beneficiaries of this support. In very rare cases, this is offered to the assignee's manager in the host location. Of the **43%** that do not currently offer support, **53%** plan to offer it in the future. Additional recipients of support can be found in the chart.

### Organizations offer cultural coaching support to:



In addition to cultural coaching, **68% of organizations provide language and/or communication training or coaching for non-native speakers** to support inclusion efforts and better enable success and belonging on assignments or international transfers.

Our respondents also indicated that individuals who use language/communication training or coaching to enhance existing second-language skills tend to be driven by:

- Inclusion in the new work environment
- Equity in getting ideas heard
- More confidence in the host location
- Leadership credibility across cultures

Of the companies that do not currently offer this kind of support, **68%** stated that they are considering providing language and/or communication training or coaching for non-native speakers in the future to support inclusion efforts and better enable success and belonging on assignments or international transfers.

### The Receiving Manager and New Team

Another opportunity for inclusion that we expanded our research to include (*how fitting!*) this year is **the pivotal role filled by non-relocating colleagues who will interact with international assignees and transferring employees.** These employees are inherently involved in supporting and including their new team member(s) and therefore need to be set up to be successful, with an inclusive mindset, to respect and value cultural differences and new perspectives. Central to this population is the “receiving manager,” the person who will manage the international assignee or relocated talent in the host/new location.

Does your organization currently offer training and/or coaching support to non-relocating employees related to cultural diversity (e.g., global skills, leading across cultures, managing global diversity)? **61%** of respondents do currently offer this level of support, while **39%** do not.



### The Receiving Manager and New Team (cont'd.)

It would be expected that training and/or coaching for non-relocating employees would fall outside of global mobility purview; however, in the future, this support might fall under a diversity mobility strategy, aligning with the company's DE&I priorities.

The survey also asked for details:

- about where in the organization this support is sponsored (**59%** as part of the company's DE&I strategy);
- what platform is used (online **63%**; in person **19%**; or hybrid **44%**);
- if it is offered to the individual (**22%**) or as a group training program (**52%**);
- and if it is led by internal facilitators (**19%**) or external partners (**15%**).

It should be noted that, for those companies that do not currently offer this support to non-relocating (but critical) team members in the host/new location, about half (**47%**) plan to offer it in the near future, indicating a growing understanding of the pivotal role of team members and receiving managers in aligning their global mobility programs with DE&I priorities and inclusion.

### Leveraging New Skills and an Inclusive Mindset Post-Assignment

**The final area of inclusion-related survey findings is focused on repatriation, the pivotal moment in a global mobility program when an international assignee returns to their home location.**

This year we revisited a question asked in 2021 ("When global talent returns from an international assignment, does your organization leverage how an assignee has broadened their perspective and developed a more inclusive mindset?") and found that affirmative responses had gone down by **5%**, which is a significant shift from one year to the next, although repatriation has historically been a chronic, under-supported moment in the assignment life cycle. Additionally, the industry has seen a shift in "end of assignment" patterns: today the assignee might return to their home location; they may remain in the host location, transitioning to become a local member of the team; or they might accept a different assignment or permanent position in a new location. Today, the end of the assignment is not one-size-fits-all, and this factor will impact the repatriation strategy. Whatever the goal for a given employee, the transition between assignments or transfers needs to be supported in an inclusive way.

When global talent returns from an international assignment, **26%** of organizations leverage how an assignee has broadened their perspective and developed a more inclusive mindset; **74%** do not.



**For those companies that do leverage their returning talent's skills or showcase the more inclusive mindset, participants provided the following examples:**

- "At this time, this is through a global process that engages the employee through transition, on assignment, pre-repatriation, and after return to include check-ins"
- "This is handled at the HR business partner level with senior leadership"
- "Engage them in preparing other employees for similar assignments"
- "The assignee will be located in a position in which they can maximize their knowledge and skill"
- "By interviewing former assignees"
- "It is not a systematic approach, but we have invited former or current assignees to share their Mobility experience with a broader group of employees (mainly to promote Talent Mobility)"

### INCORPORATING DE&I PRIORITIES INTO POLICY AND PROGRAM COMMUNICATION

This year's survey continues to look at changes happening to policy language and program communication through a DE&I lens. We have expanded this section to capture changes in types of support, eligibility, and how companies are facing global challenges.

**More than one-third (34%) of survey participants have reviewed their policies for inclusive language;** the other **66%** have yet to do so. The most frequent language changes being made in policy have to do with making pronouns and language more gender neutral. Changing "wife" to "spouse" or "spouse" to "partner" were listed as examples. Additional actions include extending support to family members, not just the employee. For those who have not reviewed policies for inclusive language, **an overwhelming 90% plan to make policies more inclusive in the next 24 months.**

We also asked whether companies had made any changes to program communication, such as Letters of Assignment (LOA). While the vast majority (**70%**) had not, for the **30%** of companies that have made changes, most (**70%**) were changes related to gender and salutations within those documents.

**Central to aligning global mobility programs to DE&I is recognizing the expanding definition of "family" and the increasing diversity of family structures. Program strategy, policy, eligibility, and the way support is described will all need to shift with this reality. In fact, it might be one of the most critical aspects of the DE&I mobility approach.**

When asked if their program or policy supports the expanding diversity of family structure (e.g., same-sex partners, dependent parents of employees, single parents), **61%** of participating organizations stated that they do; the other **39%** do not currently provide support.

Participating organizations listed their top three examples of support:

1. Same-sex partner, if supported by immigration laws in the new location
2. Dependent parents, if already living with the employee
3. Single parents, including covering an extra flight to support with settling in

**The inclusion of same-sex partners is the leading way for companies that are supporting the expanding diversity of family structure,** yet, almost always, the caveat is that this occurs "only when immigration allows it legally." The reality is that only 32 countries in the world have marriage equality for same-sex partners. The survey asked what companies are doing to accommodate assignees whose partners (particularly in the LGBTQ+ community) may not be able to legally accompany them on the assignment due to immigration laws in the host location. More than one-third (**34%**) of organizations have policies and programs in place to ensure their LGBTQ+ employees are included and supported.

The type of support offered by participating companies generally manifests as:

- Providing extra home visits for the assignee/employee
- Supporting travel visas and special assistance for spouse/partner visas
- Offering flexible budgets for individual family needs

It is noteworthy that there were a few survey responses from different companies which reflect an approach of managing the LGBTQ+ split-family situation resulting from immigration restrictions as something that is dealt with on an ad-hoc basis ("not a written rule" and "we manage by exception"), meaning that the expanded definition of family has not officially become part of policy and program. The employee in these circumstances will be managed as an exception instead of included as part of the program assumptions.

**The ad-hoc, exception approach adds flexibility and is historically used, but, in an organization that values DE&I, it does not lead to "I belong" outcomes.**

### The state of marriage equality in 2022—the 32 countries where same-sex marriage is legal:

Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, Colombia, Costa Rica, Denmark, Ecuador, Finland, France, Germany, Iceland, Ireland, Luxembourg, Malta, Mexico, the Netherlands, New Zealand, Norway, Portugal, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan, the United Kingdom, the United States of America, and Uruguay.

Source: Human Rights Campaign, 2022

*"Working with Cartus as our partner, our process is to use a needs assessment that allows us to understand and modify offer letters to reflect each employee's situation. We don't say 'partner/spouse'—we use the exact terminology the employee uses."*

2022 survey participant

### Addressing Differently-Abled Employees in Program and Policy

This year's survey included a new question addressing any progress when it comes to global mobility programs and policy supporting employees and their families with visible and non-visible disabilities. This remains an area of DE&I priority that is slow to ignite in our industry and needs to quickly gain focus. One factor that may impact progress in this area is that historically, the global mobility industry has been flexible and creative in supporting assignees and their families with a wide range of atypical needs; often, it has been in the form of an exception. Most experienced mobility professionals can offer anecdotal stories of moving "the first," "the only," and "the occasional." It is a strength

of global mobility teams. This flexibility and creativity will be necessary when developing support for those with visible and non-visible disabilities.

**Only 11% of respondents have added specific support for employees or family members with visible or non-visible disabilities to ensure that they feel included; 89%** of organizations surveyed have room for growth in this area. Some examples of addressing disabilities in policy include:

- Our Relocation Management Company (RMC) provides support
- We provide support on request, such as in the case of a special needs child or a single parent
- Flexible benefits; children with special needs
- We customize support when aware of any needs
- We provide more suitable transportation during home finding for employees with a physical disability

Of the **65%** of companies that do not provide support for those with disabilities also did not review their mobility policies to ensure inclusive services are offered and non-discriminatory language is utilized; A more positive finding shows that **59%** of the same group of respondents are planning to track diversity data moving forward.

*"Now that DE&I priorities are at the surface for most organizations, and we increasingly are becoming aware of the fact that "inclusion" means that diversity is to be expected and valued, not an exception, it is time to make sure that all people in our organizations can see themselves supported by a Global Mobility program and policy. Not as an afterthought. We have to have the 'I belong' goal."*

Lisa Johnson  
Director, Global DE&I Solutions, Cartus





### EXPANDING DE&I COMPETENCE FOR GLOBAL MOBILITY TEAMS

We have focused on several pivotal roles when it comes to aligning global mobility programs with DE&I priorities—the selection manager, the employee, the receiving manager and the team—but what about the Global Mobility team?

**Clearly, this is a pivotal role, and as companies develop new policies and programs to support DE&I mobility goals, the Global Mobility team will need to upskill and become more confident in their DE&I knowledge and capabilities.** For the second year in a row, we continue to track the development and capabilities of the Global Mobility team, specific to their understanding of global DE&I priorities (not just in their home country).

Over one-third (**36%**) of participants' Global Mobility teams have an understanding of how diversity priorities vary across cultures and the potential impact on the safety and/or inclusion of their diverse assignees.

For those who currently do not feel confident in the Mobility team's understanding of how DE&I priorities vary globally, **36%** plan to prioritize this in the next 12 months.

It should be noted that participants in this survey represent a wide range of Global Mobility team structures, from teams of "one" to large, globally dispersed teams, and everything in between. For some of the respondents with larger global teams, when DE&I is an organizational priority, the team members have the benefit of supporting each other with local and regional DE&I knowledge and awareness—but only when it is regularly on the team's agenda and part of the team's priorities.

Training around DE&I was the most frequent response when participants were asked to share examples of how Global Mobility teams gain global DE&I upskilling and development opportunities. The analysis leans towards company-wide training that is universal and not specific to global mobility-related DE&I nuances to support the role. **Cartus plans to follow up with corporations in the coming months to determine the next phase of development and support for Global Mobility team DE&I expertise.**

### Actions being taken by Global Mobility Teams to upskill and expand competence around global DE&I priorities



### CONCLUSION

This year's second pulse survey on DE&I and global mobility offers a thought-provoking snapshot of topics where progress is being made and highlights a number of areas of opportunity, even urgency. Observations from our analysis of the 2022 Cartus DE&I and Global Mobility Pulse Survey include:

1. Almost all companies prioritize DE&I across the wider organization.
2. Tracking DE&I data within global mobility programs remains a significant challenge.
3. The selection manager—the individual responsible for selecting who receives international opportunities—is a pivotal role and needs to be set up for success. The selection manager can open doors or create barriers to opportunities.
4. Inclusive support for international assignees, relocating employees, and family members is evolving at a fast pace, and Intercultural Coaching and Language/Communication Coaching have become anchors for inclusion in policies and programs.
5. DE&I changes to global mobility policy and programs are evolving slowly. Gender-neutral language is normalizing; creating “I belong” policies for diverse employees is the overarching goal.
6. The LGBTQ+ community is included in many global mobility programs; however, immigration laws often prevent family access to international opportunities.
7. Dependent parents of employees are becoming an integral part of families and are increasingly included in international and domestic relocation.
8. The single parent is being represented in policy and is becoming an official assignee/transferee category.
9. Differently-abled employees and family members need innovative attention urgently with global mobility policies and programs.
10. Global Mobility teams have room to gain more confidence and skills when it comes to aligning mobility with DE&I priorities.



For more information on DE&I within global mobility, please visit us at [cartus.com/DEI](https://cartus.com/DEI) or contact us at [cartussolutions@cartus.com](mailto:cartussolutions@cartus.com).